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**Suggested Remarks for Dr. Fletcher's Use  
at the Reception in Honor of the  
NASA Management Development Program Participants**

**July 18, 1974 - 3 p.m.  
Executive Dining Room**

In my day to day activities, I am constantly reminded that NASA, like other very large organizations, is entirely dependent upon its ability to develop leadership for the future. I am very conscious of this and I know the Associate Administrators and Center Directors appreciate this very real need of our agency.

In a sense I think that NASA's needs are greater than other organizations or corporations. The complexity of NASA, the variety of things that we do, dictates that we are constantly attentive to the need for developing a group of young leaders who have the capacity to look at and handle, in a highly coordinated manner, an enormous array of very diverse undertakings. We are responsible for the planning and operation of manned and unmanned space vehicles, our aeronautical programs cover propulsion and the improved

design of a great range of aircraft--general aviation, military, commercial. As our research effort covers not only our own needs but other requirements assigned to us, our program in this field is extensive. The management, including the budgeting and financial control of all these projects, requires a high degree of expertise.

So the need for developing broad gauge people is a problem on the minds of all of us. And when we have a real problem, we have a challenge. It is a challenge for the Administrator of NASA and the Associate Administrators and the Center Directors. And it is a challenge for you.

Now, the challenge to you rests in the diverse activities I have mentioned--in the complexity of the organization. How do you deal with this challenge? Well, NASA has afforded you an opportunity in this program to lift your sights and get a view of the broader horizon. That's good. But I think it is only a start. My suggestion then is to continue to learn. When the opportunity presents itself, visit the other Centers, and take a hard look at the other program areas and NASA activities. Don't be bashful because it is not your primary area. Read into the several areas. I believe that if you lift your sights

and stretch your legs a little, you will find it very rewarding.

But what is even more rewarding is to lend a helping hand to some of your friends and associates who have not enjoyed the opportunities afforded to you. Show them the opportunities that are open in this fine agency and how they can take advantage of the opportunities that are theirs. This is the essence of leadership.

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